



PUBLIC-PRIVATE PARTNERSHIP
**CONFERENCE
& EXPO | 2020**



THE PUBLIC-PRIVATE PARTNERSHIP CONFERENCE & EXPO

MARCH 2 - 4, 2020 • DALLAS, TX

www.thep3conference.com

Welcome

It's a pleasure to welcome you to the 2020 Public-Private Partnership Conference and Expo. Across the nation public-private partnerships are at work. Today public entities and project owners of all sizes are using P3s to allocate risk and capital for their critical infrastructure projects while driving innovation and efficiency.

Over the next three days you will find a program that explores how P3s can address some of our most significant infrastructure challenges. Through plenary sessions, panel discussions, workshops, and roundtables; this week's agenda examines the political, financial, technical, and legal considerations we must make when evaluating a public-private partnership.

At this year's Conference you will find a program with over 150 experienced and incredible speakers. These public representatives, industry leaders, P3 experts, and operators will help us all better understand the value proposition behind P3s, the critical principles behind successful partnerships, and how the delivery model is being used to create, maintain, and improve transportation, water, energy, and social infrastructure nationwide.

We encourage you take advantage of the opportunities available at the P3 Conference to connect with others and let new partnerships grow. You will find that many attending share similar capital improvement challenges, and others who have found solutions are here to share what they did. Numerous networking events have been incorporated into the agenda, and we hope you are able to make the most of these sessions and meet with many of the delegates in attendance.

To see who's here, please download our conference mobile app. It's the most convenient way to directly message attendees, exhibitors, speakers and sponsors; and schedule meetings at your choosing.

Thank you for joining us this year. And a very special thank you to all of our speakers, sponsors, and event partners. We hope the next few days are a unique and rewarding experience that helps you meet all of your P3 business, educational, and networking objectives.

Sincerely,

The P3C Team

General Information

Conference Overview

Through a series of keynotes, panels, workshops, roundtables, and diverse networking opportunities; the Public-Private Partnership Conference and Expo (P3C) will focus on P3 delivery education, procurement methodologies, and innovative ways partnerships are helping create, maintain, and improve transportation, water, energy, and social infrastructure nationwide.

This year's agenda highlights innovative development being taken by owners under increasing pressure to cope with aging infrastructure. The three-day program will consider key policies, financing structure, and programs available to those evaluating public-private partnerships for their upcoming projects.

Main Hall and Breakout Sessions

All sessions are open to the general audience. We encourage you to attend as many as you can and interact with our speakers as they discuss the latest political, financial, technical, and legal concepts in public-private partnerships.

Please view the complete agenda in this guide or on our event mobile app for more information.

P3C Expo (Dallas Grand Hall)

The P3C Expo will host over 65 exhibitors sharing information about their organizations, products, and services. Networking breaks, meals, as well as our evening receptions will take place in the Expo area.

We invite you to spend some of your free time at the Expo and talk with our exhibitors, as well as meet with some of our presenters, panelists, sponsors, and event partners.

Registration

The registration desk is located in the foyer of the Dallas Ballroom on the first floor.

Desk hours are:

- Sunday, March 1: 4:00 PM – 8:00 PM
- Monday, March 2: 8:00 AM – 7:00 PM
- Tuesday, March 3: 8:00 AM – 7:00 PM
- Wednesday, March 4: 8:00 AM – 12:00 PM

Please check your registration materials and confirm that you received the proper meeting credentials: a badge, badge holder, lanyard, and a P3C welcome bag.

Name Badges

Name badges must be worn at all times. Your name badge is your ticket to all sessions and meal functions. If you lose your badge, please visit the registration desk for assistance.

Attire

Business professional attire is appropriate for the duration of the conference.

Mobile Devices

Please be courteous to all presenters and power off, or at least silence, your mobile devices during sessions. Charging stations for your phones and tablets are available at sponsored charging stations across the conference floor.

Photography and Video Recording

P3C may be filming and photographing portions of the conference. These photographs and video recordings may be used on our website, YouTube channel, Twitter feed and other social media, in P3C publications, and elsewhere.

Social Media

Upload your P3C photos and share your experiences with others. Remember to use the hashtag #P3C. Follow the conference on Twitter for updates as they happen!

Emergency Numbers

Hotel Emergency Telephone Number: 5555 | Medical Emergency Telephone Number: 911

Nearest Hospital

Baylor Medical Center | 3500 Gaston Avenue, Dallas, TX 75246 | (214) 820-0111

Nearest 24-Hour Pharmacy

Walgreen's Pharmacy | 3418 McKinney Avenue, Dallas, TX | (214) 922-9283

Conference Wi-Fi

Complimentary wireless Internet is available and provided by our sponsor Leandlease.

Network: **meeting@sheraton**
Password: **P3C**

Sponsored by:



Schedule-at-a-Glance

MONDAY, MARCH 2ND, 2020

8:00 AM - 1:00 PM	Registration, Check-In, Exhibitor Set-Up					
9:00 AM - 11:00 AM	P3 101 Questions and Answers Breakfast Workshop (Open to Public Sector Attendees Only) <i>Dallas Ballrooms D2+D3</i>					
9:00 AM - 11:00 AM	Site Tour - P3 Hits the Highway: A Tour of Dallas's LBJ Express <i>Meet in Lobby of Sheraton Hotel for Shuttle Pick Up Advanced Registration Required</i> Sponsored by: Cintra Ferrovial Agroman					
1:00 PM - 3:15 PM	Conference Welcome & Opening Presentations <i>Dallas Ballrooms B+C</i>					
3:15 PM - 3:40 PM	Networking Coffee Break <i>Expo Hall</i> Sponsored by: Community Facility Partners CohnReznick LLP KeyBanc Capital Markets Inc. Nossaman LLP					
	Ballroom D3	Ballroom D2	Ballroom D1	Ballroom A3	Ballroom A2	Ballroom A1
3:40 PM - 4:30 PM	Best Practices for a Successful Procurement	How P3s Are Driving Diversity Change Initiatives	Top 5 Deal Points That Can Make or Break a Project	Performance Based Contracting for Public Buildings	Starting from Step One for Successful P3 in Higher Education	The Future of P3 in Texas
4:40 PM - 5:30 PM	Structuring and Financing Options for P3s	Leveraging P3 for Public Schools	Understanding Political Risk in P3s	I Want to Do a P3 - Now What?	Innovative Arrangements in Mobility and Transportation	How Third Parties Make or Break a P3
5:30 PM - 7:00 PM	Higher Education Networking Reception <i>Chaparral Ballroom (38th floor of Sheraton Hotel, Center Tower 2)</i> Sponsored by: Balfour Beatty Campus Solutions Greystar The Michaels Organization Servitas					
	Opening Night Welcome Reception <i>Expo Hall</i> Sponsored by: EllisDon Capital John Laing Rider Levett Bucknall Winstead PC					

Schedule-at-a-Glance

TUESDAY, MARCH 3RD, 2020

7:00 AM – 9:00 AM	Networking Breakfast <i>Expo Hall</i> Sponsored by: Fengate Asset Management Johnson Controls JLL KPMG					
8:15 AM – 9:00 AM	Breakfast Session: The Role of the Build America Bureau in the Future of Innovative Delivery <i>Dallas Ballrooms B+C</i>					
9:00 AM – 9:45 AM	Morning Opening Panel: Local Vision, Federal Cooperation? <i>Dallas Ballrooms B+C</i>					
9:45 AM – 10:10 AM	Networking Coffee Break Sponsored by: Edgemoor Ernst & Young Infrastructure Advisors Husch Blackwell Public Facilities Group					
	Dallas Ballroom D3	Dallas Ballroom D2	Dallas Ballroom D1	Dallas Ballroom A3	Dallas Ballroom A2	Ballroom A1
10:10 AM – 11:00 AM	Understanding Funding vs Financing	Integrating Procurement in the P3 Process	Emerging Tech, Mobility, and the Evolving P3 Landscape	How Local Agencies Are Driving P3 Innovation	Introducing 63-20 Progressive Design-Build: A New P3 Alternative	<i>Roundtables</i> 1: What is VfM 2: Leveraging New Tech
11:10 AM – 12:00 PM	Top Ten Critical Issues When Procuring a P3	P3 Risk Balance and Expectation Management	Benefits Beyond Financing	The Health of the P3 Industry	How to P3 for Small to Mid-Sized Projects	3: Maximizing Value Through Life Cycle Risk Transfer
12:00 PM – 2:15 PM	Networking Lunch <i>Expo Hall</i> Sponsored by: Fitch Ratings PCL Plenary WSP					
12:00 PM – 1:00 PM	Women in Leadership Luncheon <i>Dallas Ballroom A1</i>					
1:00 PM – 1:30 PM	Lunch Keynote: Jill Jamieson, JLL Public Institutions - The State of the P3 Market					
1:30 PM – 2:15 PM	Afternoon Opening Panel: The Benefits of Progressive P3s					
	Ballroom D3	Ballroom D2	Ballroom D1	Ballroom A3	Ballroom A2	Ballroom A1
2:30 PM – 3:20 PM	Why do a P3? Building the Business Case	Using Alternative Delivery to Address Failing Justice Facilities	Transit Projects and Vehicle Delivery	Regional Spotlight in Mobility Innovation	Creative Financing for Muni and Higher Ed Facilities	Innovative Financing Tools Workshop
3:30 PM – 4:20 PM	Best Practices in Deal Structuring & Contract Management	The “Broken Rung” Experienced by Women in Infrastructure	P3 & the Road Ahead for Commercial Developers	Delivering On Time and On Budget	Fiber and Wireless/5G Networks Primed for P3	4: Qualified Opportunity Zones: Barriers to Action?
4:30 PM – 5:20 PM	Picking the Right Advisors	Municipal Priorities with P3s	Emerging Trends in Laboratory, Research, and Innovation P3s	Administration, Oversight and Compliance Considerations	ABC’s of P3s and MWDBE’s	5: Capturing the Telecom P3 Opportunity
5:30 PM – 7:00 PM	Evening Networking Reception <i>Expo Hall</i> Sponsored by: Acciona Gilbane Development Company Seyfarth Shaw LLP Webcor Builders					

Schedule-at-a-Glance

WEDNESDAY, MARCH 4TH, 2020

7:00 AM – 9:00 AM	Networking Breakfast <i>Expo Hall</i> Sponsored by: Meridiam PlanGrid Rider Levett Bucknall Rutan & Tucker, LLP			
7:00 AM – 8:00 AM	Breakfast Session: Communications Strategies for Your Project (for Public Sector representatives) <i>Dallas Ballroom A1</i>			
8:00 AM – 8:20 AM	Seeing PPV's in Action: Hasan Ikhata, Executive Director, San Diego Assoc. of Governments <i>Dallas Ballrooms B+C</i>			
8:20 AM – 9:00 AM	Morning Panel: Bringing a VC Mentality to Government- How to Be a Champion for Change in P3 <i>Dallas Ballrooms B+C</i>			
9:00 AM – 9:15 AM	Networking Coffee Break <i>Expo Hall</i> Sponsored by: Alvarez & Marsal Becker MilBank LLP Strategic Partnerships, Inc.			
	Ballroom D3	Ballroom D2	Ballroom A3	Ballroom A2
9:15 AM – 10:15 AM	Best Practices in Risk Allocation and Surety	Diversity & Inclusion from the Private Perspective	Comparing and Contrasting P3 Delivery Models	Negotiating and Writing Contract Terms to Include a Dispute Board
10:30 AM – 11:30 AM	Monitoring and Partnership for the Long Terms	The Mixed-Use P3: Structuring Civic and University Developments to Achieve Lasting Results	Campus Energy: Balance Between Affordability, Sustainability, and Technological Change	
11:45 AM – 12:30 PM	P3 Questions and Answers Discussion Session: What Are the Next Steps? Where to Go from Here? <i>Dallas Ballrooms B+C</i>			
12:30 PM	Conference Ends Exhibitor Breakdown			

We would like to thank the following organizations for their instrumental support of The Public-Private Partnership Government Conference.

CO-CHAIR SPONSOR

HNTB

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PROGRAM PARTNER

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Association for the Improvement
of American Infrastructure

Together, we move P3s forward >

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The logo for KPMG, featuring the letters 'KPMG' in a bold, blue, sans-serif font. Above the letters are four blue-outlined squares of varying heights, arranged in a row. The 'K' is the tallest, followed by 'P', 'M', and 'G'.

KPMG

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Agenda: Monday, March 2, 2020

Pre-Conference Activities

8:00 AM – 1:00 PM

Conference Check In & Registration

Expo Hall

Morning coffee and snacks provided by our 2020 Co-Chair Sponsor:



9:00 AM – 11:30 AM

Pre-Conference Activity: P3 101 Questions and Answers Breakfast Workshop (Open to Public Sector Attendees Only | Advanced Registration Required)

Dallas Ballroom D3

Join industry leaders and AIAI members for breakfast and an interactive conversation specifically tailored to the needs of agencies evaluating P3s. This pre-conference workshop is designed for those beginning to explore P3s and seeking to better understand where alternative and accelerated project delivery methods can be applicable. Learn where P3s do and do not make sense, what major considerations need to be made when choosing this route, how P3s can save money and time when dealing with capital repairs and deferred maintenance, and what are some of the first steps to make when considering the P3 route.

Panel

Jeremy Ebie, Founder and CEO, Phoenix Infrastructure Group
Bryan Kendro, Project Development Director, Star America Infrastructure Partners, LLC
Sue Lee, Senior Managing Director, Ernst & Young Infrastructure Advisors LLC
Mary Scott Nabers, President/CEO, Strategic Partnerships, Inc.
Sallye Perrin, Senior Vice President, WSP
Anthony Phillips, Regional Managing Director, John Laing
Adam Sheets, Vice President, HNTB

Special thanks to:



9:00 AM – 11:00 AM

Pre-Conference Activity: Site Tour - P3 Hits the Highway: A Tour of Dallas's LBJ Express Advanced Registration Required | Meet in Lobby of Sheraton Hotel for Shuttle Pickup



Experience firsthand one of the largest public-private partnership transportation projects in Texas! The LBJ Express project team will host a limited number of conference attendees for a free, two-hour bus tour of the \$2.7 billion highway reconstruction project along Interstates 635 and 35E and Loop 12, which was completed in September 2015. Tour participants will get an up-close look at the roadway, including the innovative managed lanes (known as TEXpress

Lanes), which utilize real-time data to adjust toll rates to reduce congestion. The tour will also include a stop at the LBJ Express operations center for a look at the technology behind the 13-mile P3 project.

To reserve a seat, please email: karen@thep3conference.com

Tour sponsored by:



Formal Conference Activities

1:00 PM – 2:00 PM

Conference Welcome and Opening Panel

Dallas Ballroom B+C

We begin this year's program with a review of some of the most notable events that have recently shaped the public-private partnership landscape. As part of our opening session, we welcome former U.S. Representative and Chairman of the Transportation and Infrastructure Committee Bill Shuster and former U.S. Secretary of Transportation Rodney Slater who with Jim Ray of HNTB will share thoughts on potential pathways forward for American infrastructure; and discuss some of the major political, policy, and project developments likely to define the U.S. P3 experience in 2020.

Panel

Marshall Macomber, President, ThinkP3 | Senior Policy Advisor with AIAI

Bill Shuster, Former U.S. Congressman, Senior Policy Advisor, Squire Patton Boggs LLP

Rodney Slater, Former Secretary of Transportation, U.S. Department of Transportation

Jim Ray, Corporate President, HNTB

2:00 PM – 2:30 PM

Seeing PPV's in Action

Dallas Ballroom B+C



The Department of the Navy has recently partnered with the San Diego Association of Governments (SANDAG) in a public/public/private venture to deliver one of the largest public transportation projects in the country while providing a critical military capability. We welcome Lucian Niemeyer, Acting Assistant Secretary of the Navy, who will join us to discuss the intent of the venture, provide an update on the accelerated project timeline, and share details on the authorities being used to pursue this unique federal initiative.

Presenters

Lucian Niemeyer, Acting Assistant Secretary, U.S. Navy

Victoria Stackwick, Principal Legislative Analyst, San Diego Association of Governments

2:30 PM – 3:15 PM

Public Safety Facilities: New Approaches to Buildings Beyond Their Useful Lives

Dallas Ballroom B+C

With nearly 19,000 state and local police departments operating across the United States, the need to renovate or replace a headquarters, precinct, or substation facility is a critical issue facing thousands of agencies throughout the country. And with the average facility lifespan of 30-50 years, many public safety buildings are decades be-

yond their useful life and in significant need of modernization and expansion. In this era of constrained budgets, public safety organizations often compete with schools, libraries, recreation centers, human services and other government function for limited capital funding, and often with no guarantee of success.

This panel discussion will focus on how governments at all levels – Federal, State, and Local – are using alternative financing solutions to meet their public safety facility needs. Our panelists will share their perspective on how they have been using long-term leasing strategies to help address critical facilities needs and support public safety mission.

Panel

Jessica Ballew, Chief of Infrastructure Operations, Texas Department of Public Safety
Dale Bonner, Executive Chairman, Plenary Concessions | Police Commissioner, City of Los Angeles
Beth Christian, Director, Bureau of Real Estate, Pennsylvania Department of General Services
Norman Dong, Managing Director, FD Stonewater
Dan Mathews, Commissioner, GSA Public Buildings Service

3:15 PM – 3:40 PM

Networking Coffee Break

Expo Hall

A special thank you to our conference sponsors for all day hot coffee and beverage refreshments:



3:40 PM – 4:30 PM

Best Practices for Successful Procurement Process

Dallas Ballroom D3

No question is too simple when starting out. A P3 procurement model is a combination of design, construction, financing, operations, and maintenance. In this panel we review some of the key issues that owners must consider when conducting a project procurement: structuring the agreement, conducting a fair and competitive procurement process, and negotiating a final agreement that is transparent and protects the public interest. Panelists will review best practices and new approaches to procurement in the context of public-private partnerships; and discuss how owners can most effectively structure risk transfer in design and construction costs, operational and maintenance challenges, and factors impacting value for money analysis.

Panel

Steve DeWitt, Senior Vice President Business Development, ACS Infrastructure Development Inc.
Jaime Díaz Pérez, Head of Business Development, Concessions North America, ACCIONA
Greg Johnson, Partner, Squire Patton Boggs LLP
Katherine Perez-Estolano, Cities Leader, Arup
Lee Weintraub, Co-Chair of PPP Practice, Becker

3:40 PM – 4:30 PM

How P3s Are Driving Diversity Change Initiatives Throughout Agencies

Dallas Ballroom D2

This panel explores what progressive agencies are doing to address diversity and inclusion both on projects and internally. As major D/B and P3 programs are being established alongside the normal day-to-day operations for agencies, such as the Civil Rights and Compliance programs, more innovative and creative ways to track compli-

ance, provide support services and assemble reports are also being created. Join us for a discussion with diversity and inclusion leaders who are responding to the need to create these changes and are adopting better organizational and business practices within their organizations' day-to-day operations.

Panel

Dwight Barber, EEO/Diversity Manager – I-495 & I-270 P3 Office, MDOT HSA
Joe Carpenter, Division Director of P3, Georgia Dept. of Transportation
Lisa Choplin, DBIA, P3 Project Director, Maryland Dept. of Transportation
Joseph Lewis, Principal, BTG
Kimberly King, Equal Employment Opportunity Director, Georgia Dept. of Transportation
Sandra Norman, Civil Rights Division Administrator, VDOT

3:40 PM – 4:30 PM

Optimizing Success in P3s: The Top 5 Business and Legal Deal Points that Can Make or Break a P3 Project

Dallas Ballroom D1

In this session we examine key business and legal deal points critical to optimizing success in any P3 project. Panelists will provide input based on actual experience on issues ranging from availability payments, project access, guaranty / and security obligations to termination, liability limitations, risk transfer, and handback requirements. Additional consideration will be made to how deal structure, changes in political environment, and other factors influences such issues and can be best approached to optimize success and achieve a bankable/financeable project.

Panel

Mike Bedke, Partner, DLA Piper LLP
James Birkey, Vice President - Public Private Partnerships, JLL
Steve DeWitt, Senior Vice President, Business Development, ACS Infrastructure Development
Brian Fielden, Partner, DLA Piper LLP
Daniel Filer, Executive Vice President, Ferrovial Services
Sia Kusha, Group Head, Project Development and Partnering, Plenary Group
Scott Zuchorski, Sr. Director Global Infrastructure & Project Finance, Fitch Ratings

3:40 PM – 4:30 PM

Performance Based Contracting for Public Buildings: The What, Why, and How

Dallas Ballroom A3

Although the U.S. P3 market has been dominated by transportation projects, the backlog of dilapidated public buildings is staggering. This discussion highlight case studies and lessons learned from US P3 public building efforts completed to date. In addition, we answer key questions, such as: What is the value proposition for a building P3? What are the unique stakeholder concerns that must be anticipated? How can you determine whether a building project is suitable for P3? What can a public sector owner do to ensure a successful procurement and ultimately a successful Project What obstacles are hindering the US P3 public building market? How can you join the national coalition to advance public building P3s? This will be an interactive discussion led by members of the Performance Based Building Coalition with the audience, so please come, learn and participate!

Panel

Barney Allison, Partner, Nossaman LLP
Samara Barend, Senior Vice President, AECOM
Josh Coulter, Senior Vice President, Plenary Group
John Fleming, VP & GM P3, Johnson Controls
Sarah Schick, Senior Vice President, Macquarie Capital

3:40 PM – 4:30 PM

Freshman Year: Starting from Step One to a Successful P3 in Higher Education

Dallas Ballroom A2

This session will cover it all: from the very first step to a totally completed project. Audience members will hear experienced panelists speak to each stage of the P3 process involving higher education facilities. Guidance and advice will come from both private sector contractors and visionary university officials who have led successful collaborations with partners. Panelists will discuss: What questions must be asked to determine if a P3 is the best option? How should funding sources be evaluated? Why are outside advisors needed? How should they be selected? What attracts experienced contractors and what scares them away? How are projects consolidated successfully? What are “Best Practices”? How are contracts written to span decades? And what should be done when the project is completed? Join us for a conversation that offers a solid foundation and framework for subsequent panels in this year’s program.

Panel

Brad Noyes, Executive Vice President, Brailsford & Dunlavey

Bob Shepko, Division President, Balfour Beatty

Geoffrey Stricker, Senior Managing Director, Edgemoor Infrastructure & Real Estate

Iain Tester, Managing Director, KPMG

3:40 PM – 4:30 PM

The Future of P3 in Texas

Dallas Ballroom A1

While interest in P3 development models continues to grow for municipalities and universities across the State of Texas, the statutory framework for procuring and implementing P3s remains a work in progress. And while the ground lease model has proven itself as a viable option, uncertainties remain. Join our public- and private-sector panelists for a local discussion on how P3s are getting done in Texas today and key initiatives that are underway to improve the P3 landscape in Texas going forward.

Panel

Steve Garven, Senior Director, Public Institutions & Higher Education, JLL

Rodney Moss, Senior Vice President, Hunt Companies

Mary Scott Nabers, President & CEO, Strategic Partnerships Inc.

Jeff Nydegger, Shareholder, Co-Chair, P3, Infrastructure & Project Finance Industry Group, Winstead PC

4:40 PM – 5:30 PM

Structuring and Financing Options for P3s

Dallas Ballroom D3

In this session we examine financing structures that have been successful in delivering projects of all sizes. This discussion will evaluate tax-exempt and taxable debt models, equity options, and a number of different government programs while also considering credit profile and balance sheet implications. Lastly, we’ll review how public-private partnership financing models are evolving across different sectors; compare traditional project finance programs to P3 tools, including concession agreement; and speak to how to identify the appropriate P3 structure to match specific goals of the project owner.

Panel

Mac Bell, Managing Director, Infrastructure Investments, Fengate Asset Management

Jared Everett, Managing Director, University Partnerships, Greystar

Greg Kitscha, Investment Director, John Laing

Allan Marks, Partner, Milbank LLP

Angel Rivera, Vice President of Real Estate Development, Servitas

4:40 PM – 5:30 PM

Making the Grade: Leveraging P3 for Public Schools

Dallas Ballroom D2

Due to funding, financing, and delivery challenges, public officials across the nation are struggling to ensure that public school facilities are able to meet their educational mission and address the needs of their students and faculty. Today about half of America's public-school buildings are in dire need of repairs and upgrades to fulfill their educational mission and meet student and faculty broader needs. As cities and states struggle to meet these challenges, some are beginning to turn to alternative finance and delivery approaches, such as P3. In this session we look at how P3 is being used for public schools through a discussion of recent and ongoing transactions in the United States and Canada.

Panel

Jill Jamieson, Managing Director, JLL Public Institutions

Shawn Matlock, Director of Capital Programs, Prince George's County Public Schools

4:40 PM – 5:30 PM

Understanding Political Risk in P3s

Dallas Ballroom D1

Political risk is a key consideration when private sector firms consider pursuing a P3. Political risk is also a hot topic for public officials when they consider a P3 project. In this session, we look at the subject from both sides - public and private. Join us for a candid conversation on how politics and political risk impacts decisions made by all parties interested in P3 projects.

Panel

Amanda Baxter, Development Director, North America, Transurban

Jensen Clarke, Vice President, Fengage

Fermín Fontanes-Gomez, Executive Director, Puerto Rico Public-Private Partnerships Authority

Sia Kusha, Group Head Project Development & Partnering, Plenary Group

Mary Scott Nabers, President & CEO, Strategic Partnerships Inc.

4:40 PM – 5:30 PM

I Want to Do a P3 – Now What?

Dallas Ballroom A3

This session is designed for organizations interested in pursuing a P3, but don't know where to begin. Audience members will learn about the essential first steps in determining whether a P3 is appropriate for their particular project, resources that are available to assist at each phase, how to develop a P3 team, how owner/agency processes may need to change to ensure successful P3 delivery, the importance of communication and managing expectations within and outside the agency, potential pitfalls, and project lessons learned. The panel includes representatives from FHWA's Build America Bureau and public agency officials that have successfully experienced navigating the P3 landscape. Come join this interactive conversation and learn how you can plan for and procure a successful P3 project.

Panel

Patricia de la Peña, Partner, Nossaman LLP

Patrick DeCorla-Souza, P3 Program Manager, Federal Highway Administration

Colin Peppard, Senior Director, Public-Private Partnerships & Innovation, LA Metro

Lisa Webb, Manager, P3 Office, Maryland Department of Transportation

4:40 PM – 5:30 PM

How Mobility and Transportation are Calling for New and Innovative Forms of Arrangements Between the Public and Private Sector

Dallas Ballroom A2

Increasingly the evolution in mobility and transportation is calling for new and innovative forms of partnering arrangements between the public and private sector. This panel will explore the convergence of the mobility ecosystem between autonomous and connected vehicles, electrification and mobility-as-a-service (MaaS) and the partnerships that are required to help accelerate and amplify the opportunity to serve customers.

Panel

Marcy Bauer, Director, Program Operations, EVgo
Dwight Burns, Treasurer, Dallas Area Rapid Transit (DART)
John Dionisio, Director of Business Development, Meridiam
Joshua Goldman, Director of Strategy & Business Development, Via
Ted Hamer, Managing Director, KPMG
Alan Westenskow, Director of Business Development, Proterra

4:40 PM – 5:30 PM

How Third Parties Can Make or Break a P3

Dallas Ballroom A1

Third parties like utilities, other government agencies, and even community stakeholders are an often-overlooked component of any major infrastructure project. But with issues like environmental review, right-of-way acquisition, and utility relocation in play, they raise important technical, policy, legal, and commercial questions and can have a significant impact on the success or failure of a P3. This panel explores how third-party risks can be identified, engaged, and mitigated to fully leverage the full potential of the P3 model.

Panel

Jeff Folden, P.E., DBIA, I-495 & I-270 P3 Office Deputy Director, Maryland Department of Transportation
Judah Gluckman, Principal Consultant, WSP USA
Mark Lazarus, Director, Global Infrastructure & Project Finance, Fitch Ratings
John Smolen, Of Counsel, Ballard Spahr LLP

Special Event - Higher Education Networking Reception

Chaparral Ballroom (38th Floor of Sheraton Hotel, Center Tower 2)

Enjoy the incredible Dallas skyline and join us this evening on the 38th floor for a unique networking reception for those involved in campus planning and higher education.

Sponsored by:



5:30 PM - 7:00 PM

Special Event - Opening Night Welcome Reception

Expo Hall

Join us for drinks, light fare, and meet some of this year's attendees, event partners, and exhibitors at our opening night welcome reception in the Expo Hall.

Sponsored by:



Agenda: Tuesday, March 3, 2020

7:00 AM - 9:00 AM

Networking Breakfast

Expo Hall

Sponsored by:

FENGATE



8:15 AM - 9:00 AM

Breakfast Discussion - The Role of the Build America Bureau in the Future of Innovative Delivery and Financing Methods

Dallas Ballroom B+C

This conversation will focus on opportunities that exist at state and local level, and how the Build America Bureau (BAB) can stimulate the innovative delivery and financing markets for infrastructure nationwide. We will engage in discussion and seek audience participation on where BAB has been historically successful, what areas exist for improvement, and best practices for implementation. BAB leadership will also discuss future plans for the organization, with specific attention to diversification of loan programs and ways to provide technical assistance to emerging markets.

Presenters

Dr. Morteza Farajian, Executive Director, The Build America Bureau
Marshall Macomber, President, ThinkP3 | Senior Policy Advisor with AIAI

9:00 AM - 9:45 AM

Opening Panel: Local Vision, Federal Cooperation?

Dallas Ballroom B+C

As mayor of Kansas City, Missouri, Sly James worked with the federal government to help achieve numerous visions. Including the former Bannister Federal Complex redevelopment, the streetcar starter line and extension, and the new terminal at Kansas City International Airport – in total amounting to billions of dollars' worth of development during his two terms in office. Conversely, the federal government says it wants to leverage local efforts and promote a local vision. GSA has a donations acceptance program (DAP) where public authorities in conjunction with private entities can make donations in the form of infrastructure or goods and services to the Federal Government to help facilitate trade, or other forms of economic development. In this session we'll discuss whether this may serve as a new way to achieve P3. Hear from municipal and federal perspectives on how local officials and the federal government may collaborate to achieve shared objectives.

Panel

Bobby Babcock, Former GSA F7 Regional Administrator, Partner, Clark Hill LLP
Sly James, Former Mayor of Kansas City, MO, and Co-Founder, Wickham James Strategies & Solutions
Jason Klumb, Attorney
Dan Mathews, Commissioner, GSA Public Buildings Service
Adam Sachs, Partner, Husch Blackwell
Joni Wickham, Former Chief of Staff, Kansas City, MO, and Co-Founder, Wickham James Strategies & Solutions

9:45 AM – 10:10 AM

Networking Coffee Break

Expo Hall

A special thank you to our conference sponsors for all day hot coffee and cold beverage refreshments:



10:10 AM - 11:00 AM

Understanding Funding versus Financing and Everything in Between

Dallas Ballroom D3

This session introduces fundamental financial topics related to public-private partnerships. We also review how public-private partnership financing models are evolving and how traditional project finance programs compare to other P3 tools, such as concession agreements, that are more common in other sectors. Lastly, we will examine which P3 structures work best for a specific project or to meet the specific goals of an owner, delving into how each structure impacts the project viability, the return to the owner and credit profiles and balance sheet.

Panel

Martin Klepper, Chairman, U.S. Infrastructure, Fengate Asset Management

Andrej Micovic, Partner, Bilzin Sumberg

Thomas Mulvihill, Managing Director, Group Head of Infrastructure Finance and P3, KeyBanc Capital Markets

Steve Park, Partner, Ballard Spahr LLP

Anne Rabin, Advisor, AIAI

Alistair Sawers, Managing Director, AHS Consulting

10:10 AM - 11:00 AM

Integrating Procurement in the P3 Process

Dallas Ballroom D2

P3 is more than a project delivery model: it also presents a unique opportunity and means to control project costs and allocate risks. A procurement officer, project developer, international architect and public law lawyer join us to discuss best practices and a fair process for addressing the public procurement requirements associated with P3s. Our panel will talk about the skills, planning and technical know-how needed to adopt, procure, and successfully propose on P3 projects. Learn how government entities decide what procurement practices to adopt and how to work with these rule makers from procurement through the planning, contract negotiations, building and operating stages.

Panel

John Adler, Vice President, Procurement, Dallas Area Rapid Transit (DART)

Jeff Bradley, Vice President/Global Director, Justice, HOK

Sandy Hellums-Gomez, Partner, Husch Blackwell

Rodney Moss, Senior Vice President, Hunt Companies

Charles Renner, Partner, Husch Blackwell

10:10 AM - 11:00 AM

The Road Ahead: Emerging Technologies, Mobility, and an Evolving Landscape for P3s

Dallas Ballroom D1

As we enter the 2020s, U.S. infrastructure faces a host of challenges: highway trust fund revenues continue to dwindle; American cities see rising congestion that will be exacerbated in coming years by population growth and a surge in e-commerce related truck deliveries; climate change and other pressing environmental issues represent a growing concern; and many transit agencies are seeing declining ridership year after year. To help address these challenges, leading asset owners have turned to the private sector to provide technology-driven solutions to improving infrastructure and mobility. Such partnerships have helped solve last-mile challenges, expand transit coverage in low-density areas, and enhance mobility with minimal capital investment. This session will explore how innovative transit agencies and infrastructure developers both in the United States and around the world are leveraging technology to improve mobility, reduce congestion and save money.

Panel

Joshua Goldman, Director of Strategy & Business Development, Via
Jannine Miller, Senior Advisor, formerly with U.S. DOT and now HNTB
Colin Peppard, Senior Director, Public-Private Partnerships & Innovation, LA Metro
Kat Sadeghi, Vice President, HNTB
Mayor Jeff Williams, Mayor, City of Arlington, TX

10:10 AM - 11:00 AM

How Local Agencies and Governments are Driving P3 Innovation

Dallas Ballroom A3

The past several years has seen numerous examples of local agencies and governments driving P3 innovation with projects of all sizes. In social infrastructure, the California cities of Long Beach and Napa have both blazed the P3 trail with innovative new civic center projects; with other cities, including Los Angeles, now planning similar projects. Local water and sanitation districts are utilizing P3 to develop new water treatment plants. City-owned airports across the country are increasingly looking to PPP for new terminal and support service facilities. All of this is happening despite the continued failure of the federal government to adopt significant infrastructure legislation. Put simply, the desperate need for innovative new infrastructure at the local level has outstripped political inertia at the federal level. This panel of industry leaders who have been involved in these ground-breaking P3 projects will discuss this phenomenon and explain how local cities and agencies are using P3 to innovate and obtain new infrastructure.

Panel

William Gorham, Associate Vice President, Project Development & Partnering, Plenary Group
Marty Hedlund, Project Executive, Building Group, Sundt
Justine Kastan, Partner, Rutan & Tucker, LLP
Scott Sumners, Senior Vice President, Rider Levett Bucknall
Ryan Yakubik, Managing Director, Ernst & Young Infrastructure Advisors, LLC

10:10 AM - 11:00 AM

Introducing 63-20 Progressive Design-Build: A New P3 Alternative

Dallas Ballroom A2

Considered both a P3 and an Alternative Public Delivery Model, 63-20 Progressive Design-Build merges public and private project delivery into an innovative approach that is effective at delivering both large and small public infrastructure projects on a faster timeline and at less cost to the public agency. 63-20 PDB also reduces construction risk, financing risk, and operations and maintenance risk for the local government while optimizing lifecycle costing to benefit the public partner. Through case studies and a step-by-step approach, presenters will introduce 63-20 Progressive Design-Build, and how it can expedite timelines and produces significant savings for the public agency. Learn in this session how to combine privately issued tax-exempt debt with a developer-led incentivized delivery model that outperforms other delivery models.

Presenters

Erin Birkenkopf, Vice President, Public Facilities Group
John Finke, President, Public Facilities Group

10:10 AM - 11:00 AM

Roundtable Sessions

Throughout the day we'll be hosting small roundtable conversations on key project delivery topics. Each session is limited to just 24 participants; and conversations are meant to be informal, candid exchanges where participants can ask questions, share experiences, and network. Connect with other conference delegates and roundtable hosts as we discuss case studies, best practices, targeted issues, and P3 topics impacting the current market landscape.

Roundtable #1: Value for Money? A Primer

Dallas Ballroom A1

Not every infrastructure project can or should be delivered as a P3, and before initiating procurement as a P3 project, public agencies often undertake a business case analysis to determine whether a P3 is viable. The Value for Money (VfM) analysis was developed to compare the estimated total life cycle cost of a project implemented by a public agency with traditional infrastructure procurement vs. a P3 procurement. Some public agencies advocate a VfM be prepared at multiple stages of a project development and procurement, to help serve as a decision tool to ensure that the choice of a P3 procurement is the best long term value proposition for the public sector at a given point in time based on the best information available. In this roundtable we'll review how VfM analyses are performed, including assessment of risk allocation, risk analysis and quantification of risks and adjustments to create an "apples to apples" comparison.

Host

Michael Palmieri, President and Founder, P3 Point

Roundtable #2: Leveraging Emerging Technology to Deliver On-Time and Budget

Dallas Ballroom A1

With rising building costs and declining productivity within the construction sector, companies around the world are embracing innovative technology to deliver buildings more proficiently and for less money. In this roundtable we'll discuss the use of emerging technologies, best practices, resources and efficiencies to solve delivery problems earlier, building better and safer buildings. As part of the discussion we'll consider how implementing innovative building materials and design systems can help shorten schedule, maintain site safety and deliver projects on-time and within budget.

Host

Matt Myllykangas, Senior Vice President, Student Housing, Lendlease

11:10 AM - 12:00 PM

Top Ten Critical Issues When Procuring a P3

Dallas Ballroom D3

As you look to P3 to deliver your infrastructure needs, the procurement model brings new elements to address that differ from traditional procurement. And as you explore the value of P3 and the opportunities this innovative model can create, it's important to approach your procurement in a manner that allows for your success. What do you need to do to be successful when procuring a public-private partnership? Join this panel for a step-by-step review of the 10 issues that must be addressed in a P3. Critical factors to be discussed will include Vision, Political Champions, Communication, Community, Commitment, Experience, Funding, Staff, Time, and Access.

Panel

Bryan Kendro, Project Development Director, Star America Infrastructure Partners, LLC
Luis Palazzi, Managing Director, ACCIONA Infrastructure USA
Sallye Perrin, Senior Vice President, WSP USA
Scott Rafshoon, Partner, Squire Patton Boggs
Thomas Shea, Principle & Co-founder, The Concourse Group LLC
Mariana Torres, Vice President, John Laing

11:10 AM - 12:00 PM

P3 Risk Balance and Expectation Management

Dallas Ballroom D2

One of the hallmarks of a successful P3 project is the sharing of risk between the public and private sectors. Each sector would prefer to reduce their risk on the project, but there are serious cost impacts when the other sector absorbs more risk. Where can the balance be stricken and how can you be sure you have identified all the project risk categories for which transfer is an appropriate deal point? This session explores how public and private sector participants can work together to establish expectations and strike a fair balance for risk transfer between them on P3 jobs. The panel will address how risk transfer in design and construction costs, operational and maintenance risk, and political risk can impact the value for money analysis. We will discuss risk allocation between the private and public sectors, as well as amongst the various members of the private concessionaire team. Finally, once the appropriate risk categories have been identified, we will consider the different vehicles available for implementing risk transfer.

Panel

Sia Kusha, Group Head Project Development & Partnering, Plenary Group
Camilo Monge, Consultant, WSP USA
Anne Rabin, Advisor, AIAI
Aaron Toppston, Senior Development Manager and Director of Analytics, The Walsh Group
Chuck Wall, Partner, Seyfarth Shaw LLP

11:10 AM - 12:00 PM

P3s are Not "All About the Money"- Benefits Beyond Financing

Dallas Ballroom D1

While financing for P3s can be a significant driver, a P3 approach for needed facilities offers more benefits than just financing. When properly structured, P3s can provide project consideration, implementation and operation solutions that add expertise, drive innovation and allocate risk while appropriately balancing levels of control and recognizing the complexity of certain projects. This panel will tap into the P3 benefits-beyond-financing for all types of infrastructure assets.

Panel

Claudio Andreetta, Director of Business Development, Johnson Controls
Stephen Ballard, President/CEO, S.B. Ballard Construction Company
Ed Crooks, Founder and Principal, Greystone Infrastructure Advisors LLC
Adam Hesketh, Vice President of Development, Transurban
Hilary Jackler, Regional Managing Partner, Kutak Rock LLP
Jorge Valenzuela, Principal, Advisory Services, Arup

11:10 AM - 12:00 PM

The Health of the P3 Industry

Dallas Ballroom A3

There have been several high-profile projects that have cancelled mid-procurement (I-10 Mobile River Bridge & Byway, St. Louis Lambert International Airport) and others have experienced significant delays (Philadelphia 30th Street Station and Fargo Moorhead Water Diversion Project). Are the headlines true, are “PPPs in Trouble” and/or does “North America Need a Living Contract”? Join our panel to learn from leading industry experts on: (1) what issues lead to these cancellations and delays; (2) what the P3 industry can be doing to address some of these issues; and (3) why social PPPs are not impacted by these issues.

Panel

Steve DeWitt, Senior Vice President, Business Development, ACS Infrastructure Development
Martin Klepper, Chairman, U.S. Infrastructure, Fengate Asset Management
Sharon Novak, Head of U.S. Concessions, Shikun & Binui
Ryan Prince, Senior Investment Director, Itinera Infrastructure & Concessions
Tom Rousakis, Infrastructure Leader, Ernst & Young Infrastructure Advisors, LLC
Carol Stark, Managing Director, Aon

11:10 AM - 12:00 PM

How to P3 for Small to Mid-Sized Projects and Communities: Lessons Learned in Delivering Local Serving Projects under \$500M

Dallas Ballroom A2

A P3 is not one deal structure; it is a continuum of private involvement in public projects and public investment in private projects. This session will explore innovations in hybrid real estate/social infrastructure P3 projects and reviews the utility of various procurement, project delivery, and financing structures that should be considered for small- to mid-sized projects and/or local governments. Our focus will be on best practices and lessons learned, presented in an engaging and lively format. This session is designed for public officials who are: Still confused by the definition of a “P3”, Wondering if their deal is large enough to be a “P3”, Overwhelmed by prospect of a 30-year O&M contract or a fully integrated DBFOM deal structure, and Looking for clarity on how a P3 may work for their small to mid-sized projects.

Panel

Jenifer Boss, Senior Director of P3-Infrastructure-Real Estate, Alvarez & Marsal
Korin Crawford, Executive Vice President, Griffin|Swinerton
Brian Cullen, President & CEO, VICO Infrastructure Group
David Hart, President & CEO, Steinberg Hart
Seth Merewitz, Partner; Chair P3 Working Group, Best Best & Krieger

11:10 AM - 12:00 PM

Roundtable #3: Maximizing Value Through Life Cycle Risk Transfer – Keys to a Successful P3

Dallas Ballroom A1

Whether labeled as DBFM or DBFOM, a distinguishing feature of a P3 with private financing is the transfer of major maintenance responsibility and life cycle risk to the private sector. When the private sector is free to make design, construction and maintenance choices to optimize life cycle performance this unlocks significant value in a P3 deal.

In this roundtable we will discuss how owners can maximize value through life cycle risk transfer. Best practices will be considered for design requirements, construction specifications, maintenance performance requirements and handback drawing on established practices and lessons learned. We'll also discuss how overlapping O&M responsibilities and the presence of existing assets can affect the clean transfer of life cycle risk and how these factors can be effectively managed.

Hosts

Jonathan Startin, Vice President, National Program Delivery, HNTB
David Boss, National Practice Consultant, HNTB

12:00 PM – 2:15PM

Networking Lunch

Expo Hall

Sponsored by:

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Plenary



12:00 PM – 1:00 PM

Women in Leadership Luncheon

Dallas Ballroom A1

Together we can bring awareness, visibility and opportunity to the women who are leading the charge and supporting America's Infrastructure. Join AIAI for a lunch session during the P3 Conference as we celebrate women in infrastructure. Grab your plates and join us in Dallas Ballroom A1 for an interesting dialogue and peer to peer connections.

1:00 PM – 1:30 PM

Lunch Keynote: The State of the P3 Market – The New Conundrum?

Dallas Ballrooms B+C



We welcome Jill Jamieson who will take a closer look at the current state of the P3 market for federal, state and local government projects, and speak to some of the major opportunities, impediments, and trends in the market. As part of her keynote, Ms. Jamieson will also discuss active and upcoming policy initiatives that stand to influence public-private partnerships in 2020 across a range of sectors.

Presenter

Jill Jamieson, Managing Director, JLL Public Institutions

1:30 PM – 2:15 PM

The Benefits of Progressive P3s

Dallas Ballrooms B+C

As P3s become more widely used, the procurement model is evolving to optimize the risks and costs of this alternative delivery solution. Our opening afternoon panel invites industry leaders to candidly discuss active projects and the ins and outs of Progressive P3s.

Panel

Sia Kusha, Group Head Project Development & Partnering, Plenary Group
Belen Marcos, President, Cintra
Rodney Moss, Senior Vice President, Hunt Companies
Anne Rabin, Advisor, AIAI
Joe Wingerter, Vice President Project Development, Kiewit Corporation

2:30 PM - 3:20 PM

Why Do a P3? Building the Business Case to Achieve Benefit for Your Project

Dallas Ballroom D3

What are the business considerations that owners must review before starting the P3 process? Please join for this session to hear a panel of experts discuss the elements that must be considered as the public builds out the business case for a public-private partnership. Also hear ideas on how to effectively communicate the business case to the community at large.

Panel

Jennifer Hara, Director of PPP Services and The Institute for Public-Private Partnerships, A Tetra Tech Company

Marty Hedlund, Project Executive, Building Group, Sundt Infrastructure Development

Seth Miller Gabriel, Director of Strategic Initiatives and Programs, AIAI

Alethia Nancoo, Partner, Squire Patton Boggs LLP

Thomas Mulvihill, Managing Director, Group Head of Infrastructure Finance and P3, KeyBanc Capital Markets

Brian Shell, Senior Technical Principal, Advisory Services, WSP USA

2:30 PM - 3:20 PM

Nothing but the Truth: Using Alternative Delivery to Address Failing Justice Facilities

Dallas Ballroom D2

The Howard County Circuit Courthouse P3 Project represents a landmark achievement in the P3 industry for public buildings. The project has won several P3 awards based on its robust preparation, well-structured but fast procurement (11 months from RFP to financial close), and innovative approaches to financing. The project also recently achieved a significant construction milestone, with the topping out of the structure in late January 2020. Beyond those successes, the P3 partners – Howard County, Maryland and Edgemoor-Star America Judicial Partners – have developed a constructive collaboration and effective partnership. In a Q&A format, the panel will discuss how the foundation for this partnership was laid during the competitive procurement process and throughout the closing process and how this partnership has developed since commercial and financial close in October 2018. Panelists will include project leads for Howard County and for Edgemoor-Star America Judicial Partners, offering the public and private partner perspectives, along with the legal and financial advisors to the County.

Panel

Brian Dugan, Managing Director, Edgemoor Infrastructure & Real Estate

Marcel Ham, Principal, IMG Rebel

Eric Petersen, Partner, Hawkins Delafield & Wood LLP

2:30 PM - 3:20 PM

Transit Projects and Vehicle Delivery - What is the Best Approach for Owners?

Dallas Ballroom D1

Transit P3s are different than other transport P3 projects and require a different way of thinking to be successful. Just like non-P3 transit projects, these projects often still require a subsidy from the owner as fair box revenue will not cover cost. But other issues involved in transit including workforce, development potential, and technology changes uniquely impact these projects. Join our panel of experts as they explore the future of transit P3s, opportunities, and the impact of the free-transit movement.

Panel

Ignacio Barandiaran, Principal and Board Director, Arup

Jenny Barket, Principal Consultant, WSP USA

Mark Melson, Chief Investment Officer, Star America Infrastructure Partners, LLC

Colin Peppard, Senior Director, Public-Private Partnerships & Innovation, LA Metro

Angelica Valencia, Partner, Nixon Peabody

2:30 PM - 3:20 PM

Regional Spotlight in Mobility Innovation (and Collaboration as the New Form of Competition): Arizona and Greater Phoenix

Dallas Ballroom A3

Under Governor Ducey's Leadership at the state level and as being implemented through the Arizona Commerce Authority and institutional collaborators such as Arizona State University and others, Arizona and Greater Phoenix are driving innovation as a "Smart State" and region. With recently announced funding to support Smart Highways and rural fiber deployment for applications such as long-haul AV freight, a focus on Mobility innovation at the Institute for Automated Mobility, and involving a new approach to governance with public and private industry partnership at the Connective (the Greater Phoenix Smart Region Consortium), the state wants to clear the way for private sector partnerships and investment, with Arizona – in Governor Ducey's words – "moving at the speed of business." This panel session focuses on the future of mobility and P3s in Arizona and new forms of partnership that seek to make Arizona and Greater Phoenix leaders in mobility across the United States.

Panel

Professor Di Bowman, Associate Dean for International Engagement at the Sandra Day O'Connor College of Law and Co-Director of the Center for Smart Cities and Regions, Arizona State University
Steve Hamilton, Senior Manager, West Coast Infrastructure & Capital Projects Lead, Deloitte
Dom Papa, Smart State Initiative Leader, Arizona Commerce Authority, and co-Founder of the Institute for Digital Progress

2:30 PM - 3:20 PM

Creative Financing for Municipal and Higher Ed Facilities: Lessons from Texas

Dallas Ballroom A2

In a context of deferred maintenance, evolving facility and technological needs, and constrained budgets, public agencies and higher education institutions must be creative to deliver on their mission. Using a Texas case study-driven approach, this panel will focus on creative ways that local governments and universities are financing critical facility projects and offer lessons learned for leaders across the country. We will discuss a broad array of facility types, including courthouse, public works complex, arena, student housing, and commercial development projects.

Panel

Jenifer Boss, Senior Director of P3-Infrastructure-Real Estate Advisory, Alvarez & Marsal
Jay Brown, Managing Director of P3-Infrastructure-Real Estate Advisory, Alvarez & Marsal
Jerimi Henry, Hunt Companies
Jeff Nydegger, Shareholder, P3 Group/Universities Team, Winstead PC
Diana Ramirez, Economic Development & Strategic Investments, Travis County, Texas

2:30 PM - 3:20 PM

Innovative Financing Tools Workshop with the Build America Bureau

Dallas Ballroom A1

The Build America Bureau serves as the Department of Transportation's one-stop shop to assist transportation project sponsors and offers innovative, low cost loans to finance transportation projects and provides a variety of technical assistance to project sponsors. Learn all about the Bureau's new lending programs and initiatives aimed at benefitting smaller projects, rural communities and small and medium freight railroads. In this workshop you will hear about technical assistance and project development assistance available through the Bureau to help streamline project delivery and financing. This session will be interactive and participants will have the opportunity to ask questions of Bureau leadership and find out how their products and services may help advance your projects.

Host

Roger Bohnert, Director, Outreach and Project Development, Build America Bureau, U.S. DOT

3:30 PM – 4:20 PM

Best Practices in Deal Structuring & Contract Management

Dallas Ballroom D3

The basis of all good public-private partnerships is in the structuring of the deal and the management/oversight of the contract. During this session both public and private sector experts will discuss the basic and best practices for P3 deal structuring. They will also share their views on the best practices for contract management for the long-term success of a P3.

Panel

Jenifer Boss, Senior Director of P3-Infrastructure-Real Estate, Alvarez & Marsal

Peter Bullen, Senior Director, EllisDon Capital

Richard Carlucci, Bid Director, Sundt Construction

Thomas John, Partner, Ice Miller

Jodie Misiak, Assistant Vice President, Strategic Initiatives for Alternative Delivery Advisory, WSP USA

Jonathan Startin, Vice President, National Program Delivery, HNTB

3:30 PM – 4:20 PM

Women in the Workplace: The “Broken Rung” as Experienced by Women in Infrastructure

Dallas Ballroom D2

McKinsey’s Women in the Workplace study shows that women continue to be underrepresented at every level. To change the numbers, companies need to focus where the real problem is. We often talk about the “glass ceiling” that prevents women from reaching senior leadership positions. In reality, the biggest obstacle that women face is much earlier in the pipeline, at the first step up to manager. Fixing this “broken rung” is the key to achieving parity. Organized by the YPI (“Young Professionals in Infrastructure”), this panel will present research from the Women in the Workplace study to ground the discussion. It will explore the experiences of women maneuvering through the broken rung in the infrastructure industry and the strategies they employed. We will discuss what the broken rung looks like for women today and delve into the strategies that companies can adopt to break the rung and provide more advancement opportunities to women.

Panel

Deborah Brown, Director, Alternative Delivery, WSP USA

Sophie Guiny, Principal Consultant, InfraStrategies

Ali Lauzon, Operations Associate, McKinsey & Co

Laurene Mahon, Managing Director/Global Head of Infrastructure Finance, CIBC World Markets

Michelle Quadt, Senior Expert, McKinsey & Co

3:30 PM – 4:20 PM

P3 & the Road Ahead for Commercial Developers

Dallas Ballroom D1

P3 is moving into new territory in the United States and proving it can enhance the opportunities for commercial development. What is still mostly a model used for horizontal infrastructure projects is also delivering more and more vertical and mixed-use facilities and improving the quality of life in cities, on campus, and around the country. These partnerships for “social infrastructure” projects are creating commercial opportunities for developers and, naturally, such opportunities invite genuine challenges from regulators, governments, public interest groups and media. How can commercial developers partner with public officials to address concerns of multiple constituents? One tool is a Hybrid P3 that involves a surprising group of partners and unique finance and delivery structures. Our panel discusses how this hybrid model helped integrate commercial developments into or alongside P3 projects supporting civic interests, including arenas, hospitals, fine arts centers, water treatment facilities, student housing and other public facilities.

Panel

Mac Bell, Managing Director, Infrastructure Investments, Fengage Asset Management
Seth Kirshenber, Partner, Kutack Rock
Gary Moriarty, Regional Business Development Manager, Swinerton
Cassia Sookhoo, Vice President, Public Institutions, JLL

3:30 PM – 4:20 PM

On Time and On Budget: The Transition from Financial Close to Actually Delivering a Successful Project

Dallas Ballroom A3

Successfully closing a project procurement and financing is a huge milestone but is really only one of the first steps to delivering a successful infrastructure project. The first months following notice to proceed and the groundbreaking ceremony are critical to whether a project will be delivered on time and on budget. Yet so many major capital projects encounter delay, cost overruns, and project-team conflicts only months into the construction period. This panel will focus on how to avoid and overcome some of these challenges. Panelists will discuss affirmative steps that can be taken during procurement and contracting, change management, project first approaches, executive partnering, dispute resolution, regular risk mapping, stakeholder management, baseline schedules, and incorporation of lifecycle asset management into day-to-day construction.

Panel

Mike Lewis, Principal Program Manager – AVP, HDR
Colin Peppard, Senior Director, Public-Private Partnerships & Innovation, LA Metro
David Spector, Director, Infrastructure Advisory, KPMG
Ken Weigand, Director, Major Projects Advisory, KPMG

3:30 PM – 4:20 PM

Fiber and Wireless/5G Networks Primed for P3 Delivery

Dallas Ballroom A2

A discussion around how the P3 delivery model has been used for public telecommunications projects and what best practices have resulted to shape future projects in this sector. Many public agencies are looking to develop, promote and incentivize the expansion of broadband especially to under-served areas, to build out wireless networks in urban areas and create smart city platforms able to deploy all sorts of IoT technologies and applications. Join us for this panel discussion to understand how a public agency can begin considering and developing telecommunication projects and what questions they need to ask themselves and the private sector before starting a procurement.

Panel

Benjamin Djiounas, Executive Director, JP Morgan
Andrew Heath, State Traffic Engineer, Georgia Department of Transportation
Bryan Kendro, Project Development Director, Star America Infrastructure Partners, LLC
Paul Pishal, Business Development, Black & Veatch

3:30 PM – 4:20 PM

Roundtable: Qualified Opportunity Zones: What are the Barriers to Action?

Dallas Ballroom A1

Now with the final regulations set, the industry will hopefully see a continued increase in Qualified Opportunity Zones activity. Created in 2017's Tax Cuts and Jobs Act, and with funds now seeking nearly \$70B for projects, the Opportunity Zone tax incentive has the potential to be one of the largest investments in communities across the country in decades. Cities can utilize this funding mechanism to advance critical economic development and public-private partnerships. Building on 2019's Interactive Roundtable: "Qualified Opportunity Zones: Explosive New

Potential for the P3 Community”, this roundtable will ask about some of the key barriers to funding mechanism’s intended success including awareness and education, deal structure, and investing in non-traditional places, and discuss ways to overcome those barriers.

Host

Andrew Petrisin, Associate Consultant, WSP USA

4:30 PM – 5:20 PM

Picking the Right Advisors and Partners for Your P3

Dallas Ballroom D3

Building a successful procurement and delivering a project demands the right partners. When running a P3 procurement, the public sector project manager may end up spending more time with their advisors than they will with their own family – so it stands that you should pick your advisor carefully. Similarly, when the public sector selects the winning private sector partner for the full lifecycle of a project (which may be over 30 years) - it is like picking a life partner and you should be sure you have picked your private partner carefully and for the long haul. Join us for this candid conversation from both those who have had to make these selections and been part of these partnerships.

Panel

David Alvarez, Vice President Strategic Advisory Services, CPM North America

Sam Beydoun, Project Development Lead, Build America Bureau

William Gorham, Associate Vice President, Project Development & Partnering, Plenary Group

Mary Scott Nabers, President/CEO, Strategic Partnerships, Inc.

John Smolen, Of Counsel, Ballard Spahr LLP

Mariana Torres, Vice President, John Laing

4:30 PM – 5:20 PM

Municipal Priorities with P3s

Dallas Ballroom D2

A discussion on how municipalities are utilizing P3s to deliver infrastructure that meets a wide range of municipal priorities such as sustainability, energy performance guarantees, resiliency, affordability, multi-modal transportation and housing.

Panel

Claudio Andreetta, Director, Business Development, Johnson Controls

Keith Lew, Deputy Director, County of Sonoma General Services Department Facilities Development and Management

Greg Tseng, Project Finance Advisory, Ltd.

4:30 PM – 5:20 PM

Emerging Trends in Laboratory, Research, and Innovation P3s

Dallas Ballroom D1

With pressure on traditional revenue sources including public support, higher education and health care institutions are leading the way in creating buildings and districts designed to foster academic and translational research. These innovation oriented P3’s are built around the concept of connecting academia to commercialization and symbiotic industry participants. This panel will examine how these innovation facilities are conceptualized and created, as well as how they contribute to the host institution’s bottom line.

Panel

Edwin Cordes, Principal & National Science & Technology Practice Leader, Perkins&Will
Bob Hunt, Managing Director, Public Institutions, JLL
Michael Leonczyk, Director, Harrison Street
Mike Mraz, President, Real Estate Development, Rockford Construction
Aaron Toppston, Senior Development Manager and Director of Analytics, The Walsh Group

4:30 PM – 5:20 PM

Administration, Oversight and Compliance Considerations During Project Planning, Development, Delivery, and Operations

Dallas Ballroom A3

The ground is broken and the champagne empty . . . now what? Given the focus on navigating the complexities of P3 and alternative delivery procurements, planning for actual project administration, oversight, and compliance has sometimes been more of an afterthought. With a growing history of P3 and DB project implementation in the U. S., what are some of the lessons learned indicating the need for more attention to planning for management and oversight of these complex agreements after commercial and financial close celebrations have ended? When should owners involve the implementation phase team? Are owners equipped to manage the implementation phase in-house? What measures should be considered during development that will facilitate ease of oversight during the implementation phase? We'll explore answers to these questions and more with our diverse panel representing public agencies from across the country.

Panel

Jenny Barket, Assistant Vice President, WSP USA
Jack Callahan, Partner, CohnReznick
Ryan Kohut, Senior Legal Counsel, San Diego Association of Governments
Geoff Petrov, General Counsel, Central Texas Regional Mobility Authority
Thomas Sherman, Deputy Director, VDOT Office of Public-Private Partnerships
Nanditha Togar, Principal, Togar Engineering

4:30 PM – 5:20 PM

ABC's of P3s and MWDBE's

Dallas Ballroom A2

This panel will provide best practice examples of how to ensure MWDBE participation on a project from the equity, legal, technology, design and construction and procurement perspectives. If you are a public sector owner and have a commitment to realizing MWDBE goals on your P3 project this is the session for you. Join experienced thought leaders with a deep understanding of public procurement and the intersection of MWBE, SDVOB and DBE programs as we discuss best practices, policies and processes utilized by best-in-class MWDBE and supplier diversity programs.

Panel

Brian Ansari, President and CEO, Brian Ansari & Associates Inc
Robert Bright, President, Talson Solutions
Jeremy Ebie, Founder and CEO, Phoenix Infrastructure Group
Adam Giuliano, Partner, Kaplan Kirsch & Rockwell LLP
Justin Talbot-Stern, Chief Executive Officer, B2G Now

4:30 PM – 5:20 PM

Roundtable: Capturing the Telecom P3 Opportunity to Enable Smart Cities and Other Next Generation Infrastructure

Dallas Ballroom A1

With the advent of 5G telecommunications, the growth in fiber demand, and the emergence of Connected Automated Vehicles, Intelligent Transportation Systems and other “Smart City” applications, there is pent-up demand for access to the right of way owned by cities and states. This creates the opportunity to create win/win P3s. In this roundtable we will discuss emerging project opportunities and demonstrate economic valuation tools that can be used to quantify opportunity and evaluate P3 potential. As part of this discussion we will also be reviewing complexities and lessons learned from active and upcoming P3s projects.

Hosts

Marc Powell, Senior Managing Director, Ernst & Young Infrastructure Advisors, LLC
Michael Misrahi, Vice President, EY Parthenon

5:30 PM - 7:00 PM

Evening Networking Reception

Expo Hall

An evening reception with drinks and light fare before you head out for dinner. Please join us for this special networking event for all attendees.

Sponsored by:



Agenda: Wednesday, March 4, 2020

7:00 AM - 9:00 AM

Networking Breakfast

Sponsored by:



7:00 AM - 8:00 AM

P3 Direct Working Breakfast Conversation: Communications Strategies for Your Project (for Public Sector Attendees)

Dallas Ballroom A1

Critical to the success of any P3 is a commitment to clear communication and messaging. Join us for this special breakfast conversation where we discuss communication strategies and why explaining your project early and often is key to success. We'll cover successful approaches taken by owners, share project examples where failure to properly explain at the early stages created challenges for the life of a project, and discuss how to communicate with both media and community shareholders to ensure the best chance of a successful project outcome.

8:00 AM - 8:20 AM

Breakfast Session: Seeing PPV's in Action

Dallas Ballrooms B+C

San Diego Association of Governments (SANDAG) has recently partnered with the Department of the Navy in a public/public/private venture to deliver one of the largest public transportation projects in the country while providing a critical military capability. We welcome Hasan Ikhata, Executive Director, San Diego Association of Governments to discuss the intent of the venture, the accelerated timeline, and the authorities used to pursue this unique federal initiative.

Presenter

Hasan Ikhata, Executive Director, San Diego Association of Governments

8:20 AM - 9:00 AM

Morning Opening Panel: Bringing a VC Mentality to Government: How to Be a Champion for Change in P3

Dallas Ballrooms B+C

Critical infrastructure needs and limited public funds are now coming up against technology disruption, innovative business models and consumer expectations in ways like never before. Government decision makers are evaluating projects and risks for which there is no precedent. Similarly, the private sector is investing sweat equity to projects without an immediate line of sight on expected returns. The notion of a 'public private partnership' is moving further upstream as key players recognize the need for collaboration during the riskier, early stages of project development. This panel will explore how progressive P3 is playing out in practice - with projects big and small.

Panel

Robert Brown, Director of Public Affairs, TuSimple

Antoinette Meier, Director of Mobility and Innovation, SANDAG

Boris Karsch, Vice President of Strategy, Cubic Transportation Systems, Inc.

Josephine Tucker, Senior Manager and Infrastructure Economist, leads Deloitte's Infrastructure Incubator

9:00 AM – 9:15 AM

Networking Coffee Break

Expo Hall

A special thank you to our conference sponsors for all day hot coffee and cold beverage refreshments:



9:15 AM - 10:15 AM

Best Practices in Risk Allocation and Surety

Dallas Ballroom D3

The effective use of the P3 model is predicated on contractually allocating risk to the party most able to effectively manage it, but such risk allocation cannot occur in a vacuum. Risk allocation between parties must be aligned with project fundamentals including performance, financing and payment obligations, to ensure that parties are sufficiently incentivized to effectively manage their respective risks once the signed concession agreement becomes effective. A diverse panel representing multiple perspectives will offer real world examples, and insights into the critical links between effective risk transfer and incentives impacting both the private partner selection process and the successful implementation of the project concession agreement.

Panel

Roddy Devlin, Partner of Project Finance and Public Finance, Nixon Peabody LLP
Henry Patel, Vice President, Asset Development, Kiewit Canada Development Corp
Mary Jean Pethick, Sr. Vice President, Head of Surety Risk Solutions, Zurich North America
Rosemary Quinn, Vice President, Surety Bond Counsel, CNA Surety
Yousef Salama, fmr Innovation Manager for P3, LA Metro, now with TurnerTownsend

9:15 AM - 10:15 AM

Diversity & Inclusion from the Private Perspective

Dallas Ballroom D2

What is the Good, the Bad, and the Possible when it comes to best practices in the DBE space? Hear from developers and contractors regarding the real lessons learned working in the P3 space. We'll discuss how reality, the ideal, and the practical are able to meet in a collaboration for a successful project.

Panel

Angela Berry-Roberson, Esq., Advocate for Corporate Diversity and Inclusion Compliance, Ferrovia Agroman
Jack Callahan, Partner and Construction Industry Lead, CohnReznick
George Hanible, MCA, VP of Contract Compliance, Dragados
Hunter Sydnor, Public Information, Kiewit

9:15 AM - 10:15 AM

Comparing and Contrasting P3 Delivery Models

Dallas Ballroom A3

As the use of P3s continues to expand in the U.S., we have seen various "P3" models being used, ranging from conventional real estate lease structures to first-time use of availability payment models. How can a public owner determine which delivery model is best suited for its project? Our panel will discuss the myriad factors to be considered in selecting an optimal P3 delivery model for a project, given the varying needs and objectives of the public sector and their stakeholders.

Panel

Mark Jennings, Senior Vice President, Balfour Beatty Investments
Alfonso Méndez-Lossada, Associate Principal, Arup
Sia Kusha, Group Head Project Development & Partnering, Plenary Group
Aaron Singer, Commercial Director for North America, Transurban
Stephanie Wagner, Partner, Mayer Brown

9:15 AM - 10:15 AM

Win/Win Strategy: Negotiating and Writing Contract Terms to Include a Dispute Board to Avoid and Resolve Issues During Construction and Operations

Dallas Ballroom A2

Troubleshooting and resolving construction issues on P3 Projects while the project is during construction and operations using Dispute Boards (DB) is a smart strategy to control project costs while assisting in creating happy teams. Disputes and claims have been a part of construction projects for eternity and drag out the project well after the completion of the construction, tying up valuable resources and adding costs. Traditional methods of conflict resolution are done at the end of the project, are adversarial and the legal and expert fees substantially impact overall project costs. DBs were created by the construction industry to be used for any project delivery method and to provide a less adversarial, cost effective and practical solution to resolve contract issues on construction projects. Today, a DB is an important aspect of Best Practices for project management on major projects world-wide. This panel will present a primer on the dispute board process, recommended contract terms and specifications, and present the best practices on how to use the process to bring your project in on time and on budget through construction and operations.

Panel

Cherrie Fisher, Chief of Staff, EJ Smith Construction
Diane Gollhofer, P.E., President, DGR Consultants LLC
Elizabeth Tippin, Principal, Tippin Law & ADR Services

10:30 AM - 11:30 AM

Monitoring and Partnership for the Long Terms

Dallas Ballroom D3

The real work of a public-private partnership lies in the O&M phase – when the public sector must step into the monitoring role, the true test of the partnership begins. This session will focus on this long-term relationship phase with tips and ideas from those who have lived and are still living a P3 agreement.

Panel

David Braden, Vice President of Asset Management, Servitas
Richard Carlucci, Bid Director, Sundt Construction
Dan Dennis, Vice-President, P3, PILLAR, Inc.
Alistair Sawers, Managing Director, ATHS Consulting
Simon Shekleton, Director, Project Development, Transurban
Josephine Tucker, Senior Manager, Deloitte

10:30 AM - 11:30 AM

The Mixed-Use P3: Structuring Civic and University Developments to Achieve Lasting Results

Dallas Ballroom D2

Mixed-use development has become a premier option for both municipalities and universities across the country. When done properly, these projects can become ideal civic gathering places, with the added potential of generating supplemental income to institutional owners. Join our public- and private-sector panelists for a discussion

of how owners and developers are using condominium and lease structures to efficiently produce high-quality developments without relinquishing control.

Panel

Anthony Barbar, President and Chief Executive Officer, Barbar & Associates, LLC
David Dawson, Chairman & CEO, Winstead PC
Mike Smith, Executive Vice President of Real Estate and Development, TRT Holdings

10:30 AM - 11:30 AM

Campus Energy: Balance Between Affordability, Sustainability, and Technological Change

Dallas Ballroom A3

University and hospital campuses across the U.S. are considering upgrades to their energy systems to continue supporting their core mission. Such upgrades are being assessed within an environment of constrained budgets, increased focus on sustainability measures, and rapid technological change. This panel will discuss different financial, business and technological factors that are critical for decision makers and impact investment strategy and the underlying contracts.

Panel

Avninder Bhogal, Assistant Director NextGen Program, University of Maryland
Randall Clark, Senior Vice President & General Manager, Noresco
Fred Morris, Director, Infrastructure Advisory, KPMG
Sameer Qureshi, Thermal Business Development Manager, Clearway Energy
George Spakouris, Managing Director, KPMG

11:45 AM - 12:30 PM

P3 Questions and Answers Discussion Session: What Are the Next Steps? Where to Go from Here?

Dallas Ballrooms B+C

Join industry leaders and AIAI members for an interactive conversation specifically tailored to audience questions and answers about P3s. Attendees will have the opportunity to submit questions in advance and also join in the discussion of the benefits, values, and applications of P3s in an open dialogue.

Panel

Amanda Baxter, Development Director, North America, Transurban
Tad Guleserian, Managing Director, CRC Companies
Branden Kiely, Vice President, The Concourse Group
John Smolen, Of Counsel, Ballard Spahr LLP

12:30 PM

Conference Ends | Exhibitor Breakdown

On behalf of the entire P3C team, we thank you for joining us and wish you safe travels home. Please join us again next year for P3C from March 1 – 3, 2021 here in Dallas!